

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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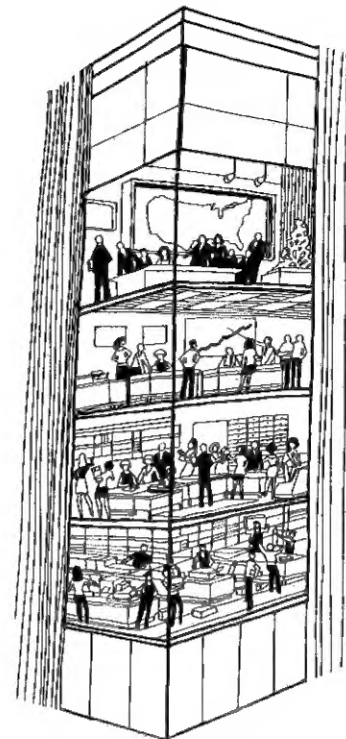
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Focus On Art MacKinney by Mike Kavanagh

It is appropriate that the first issue of **TIP** under new editorship focus on Art since his name has become so closely linked with the "new look" in **TIP**. Art's work with **TIP** will serve a fine example for many years (and editors) to come. However, Division 14 has not lost Art's services as he was elected Member-At-Large to the Division's Executive Committee. Some suggested that Art wanted to still maintain **some** control over **TIP**.

This has been Art's year for changes as he was recently appointed Vice-Chancellor for Academic Affairs at the University of Missouri - St. Louis. Prior to this, Art had been Dean of Graduate Studies and Research at Wright State University. Art spent most of his academic career at Iowa State University, where he was associated from 1957 to 1970. He held a joint appointment as Professor of Psychology and Industrial Relations, was head of the Psychology Department from 1967-70, and chairman of the Industrial Relations Program from 1966-67. It should be noted that Art spearheaded the Industrial/Organizational Program at Iowa State, where he served as faculty sponsor for eight doctoral students and 17 masters students including **John Campbell**, President-Elect of Division 14. Before going to Iowa State, Art had been employed as a research psychologist at General Motors Institute from 1955-57.

Art became a fellow of APA in 1970, and has been quite active in both APA and Division 14. In addition to the editorship of **TIP**, which he held from 1972 to 1976, Art was Chairman of the Education Committee, Doctoral Guidelines Subcommittee, and the Master's Guidelines Subcommittee. He also served as Chairman of the Commission on Accreditation (1969-70), and Secretary-Treasurer of the Coun-



cil of Chairmen of Graduate Departments of Psychology (1969-71). Art's other professional association activities involved the Iowa Psychological Association (President, 1966-67), the Central Iowa Psychological Association (President, 1966), the Ohio Psychological Association, and the Miami Valley Psychological Association (President, 1975-77). Art holds membership in numerous other professional organizations, and has been named to **Who's Who in America** and **American Men and Women of Science**.

Art's contribution to the field of Industrial/Organizational Psychology has been considerable. His contribution to **TIP** has been unparalleled. **TIP** salutes you, and hopes it can maintain the standards you set.

Editorial

by Mike Kavanagh

As new editor of **TIP**, it seemed appropriate to share with you my thoughts on directions and changes for **TIP**. My major objective is to maintain the excellent quality standards and timeliness of **TIP** that has been established by **Art MacKinney**. Maintenance of quality falls directly on the editorial staff, while timeliness depends to a large extent on you, the readers. If something stimulates you in **TIP**, let us know. If you have any news items for inclusion, let us know. If you are involved in any activities that would be of interest to Division 14 members, let us know. In short, **TIP**'s timeliness depends on your input.

Changes will be gradual. The "Notes and News" column title has been retired in deference to **Art MacKinney**. My first attempt, "Bits and Pieces," requires some iteration. Thus, **TIP** is sponsoring a **Name That Column Contest**. If you have a suggestion for the new name for "Notes and News," let me know. The winner will be announced in **TIP** with all due honorifics. Another change is the JSAS listing included in this issue. Please let me know if this is of value to you.

Another major objective, implied in the previous paragraphs, is to increase the "ownership" of **TIP** among Division 14 members. One way to do this is the creation of more editorial positions (presently in process), and solicit more articles from our readers. Don't be bashful about writing for **TIP** — it's your newsletter.

APA's TREATMENT OF I/O PSYCHOLOGY

by Richard O. Peterson

Two recent publications by APA give I/O psychology uneven consideration as a career choice among psychology careers. **Careers in Psychology**, a 28-page booklet aimed at a student audience, divides all careers into three categories: Teaching, Research, and Public Service. Two examples of I/O jobs are described under Research: Industrial Psychologist (in a business setting, primarily involved in supervising other psychologists in a variety of applied tasks) and a Personnel Psychologist (in a military human resources laboratory setting, and therefore representative of Div. 19 as well). A total of 17 jobs are described in the booklet, so I/O psychology is not really underrepresented. However, the restriction of the career categories, as well as the description of very traditional I/O jobs and settings do us a disservice. Another serious omission: **TIP** is not included in the list of Division journals.

The second APA publication is a 307-page book, **Career Opportunities for Psychologists: Expanding and Emerging Areas**. The chapter on "Alternative Career Directions for the Industrial-Organizational Psychologist," authored by **Erwin Stanton**, is well done, but is only five pages long and therefore limited in detail. By comparison, engineering psychology is treated in three full chapters to a total of 31 pages. In other more general chapters, I/O psychology and careers in industry are frequently and favorably mentioned. If the reader studies the whole book, I/O psychology looks like a good field to be in; if the reader picks only the obvious references to I/O psychology, the picture is much less clear.

Paul Thayer, at the request of the Executive Committee, has sent a letter to APA expressing Division 14's concerns about these two publications.

PRESIDENT'S MESSAGE

by Paul W. Thayer

The division year 1976-77 promises to be a challenging one. **Lyman Porter**, **Mary Tenopyr**, other members of the Executive Committee and committee chairpersons have set a pattern of progress and accomplishment which we will strive to maintain. But it will be a challenge. My congratulations to them for their many positive achievements.

Actually, we're off to a good start. Because of helpful suggestions passed on each year by predecessors, your officers and chairpersons are better equipped each year to move into high gear as the baton is passed. As an example, **Joel Moses**, past chair of the Public Policy and Social Issues Committee suggested better briefing of new chairpersons. We were able to develop a 12-page guide which has already permitted a smooth start for this year's chairpersons.

Lew Albright and his colleagues, **Ken Clark**, **Frank Schmidt**, **Pat Dyer**, and **Bill Buel**, helped me greatly in staffing your committees this year and to keep a steady flow of fresh talent working for you. Turnover exceeded 50 percent, with 37 new people joining the 34 continuing member. All committee chairpersons are new, but continuity will be maintained because of their service last year.

This past year, I had the chance to work with the 1975-76 Members-at-Large of the Executive Committee: **John Campbell**, **Dick Campbell** and **Ginny Schein**. The Members at Large and President-Elect constitute the Long-Range Planning Committee of the Division. We picked up the work of the previous committee and extended it.

If you attended our division Open Forum in Washington, you will recall that we spent most all of our time discussing the new plan. A wide variety of programs were proposed which involved such important issues as: (1) more proactive behaviors of our Representatives to Council, (2) developing model continuing education programs and continuing education legislation, (3) closer coordination with APA and AAP in areas which touch upon the science and practice of I/O psychology, and (4) getting better recognition of our capabilities among less traditional types of organizations such as unions, school systems, local and state governments, etc. We received good input on many topics from those who attended the forum and I invite you to send any additional comments and input to your President-Elect, **John Campbell**, who will be leading the Long-Range Planning Committee this year.

All these new activities add two additional problems. Some of these activities cross traditional committee lines creating the possibility of duplication and inefficiency. Therefore, an ad hoc committee on structure and function made up of the four most recent presidents and chaired by **Lyman Porter** has been established to study the division and the Long-Range Plan and develop appropriate recommendations for consideration by the Executive Committee in June 1977 and the membership at the Business Meeting next year.

In addition, **Joel Moses** has been made chairperson of an ad hoc fund raising committee and will work with **Ray Hedberg** and **Howard Carlson** to "... interact with APA and AAP officials to determine any limitations of division activities which might be imposed because of APA's tax status, to develop possible sources of funds, to project possible cash flows, etc. A report from said committee should be presented to the Executive Committee by June 1977. It should be stressed that the objectives of fund raising would be to finance the newer activities of the Division rather than to subsidize

existing activities..." This committee, too, will report to the Executive Committee by June of 1977.

It should be clear that 1976-77 is going to be a very busy year. Fortunately, the officers, whom you have elected to work with me, and the chairperson are able, highly motivated people. I look forward to working with them for you. Let me stress, as have my predecessors, that we serve you best when you let us know of your needs and desires. If you have thoughts or comments on any of the committee reports published in TIP, this message, or any relevant items, please let me or other officers or chairpersons know.

Call for Volunteers for Committee Service

The Committee on Committees is seeking individuals interested in serving on standing committees during the year 1977-78. According to the Division 14 Bylaws, the Committee "... shall make a special effort to see that each year some members of the Division who have not served frequently in the past are appointed to standing committees."

If you would be interested in becoming active in Division 14 through Committee participation, or if you know someone whom you feel should be nominated, please submit your suggestions to **Pat Dyer**, Chairman of this year's Committee on Committees. Her address is listed elsewhere in this issue. It would be helpful if you would indicate the committee or committees for which primary consideration is requested, list any special qualifications for appointment, and include a recent vita if you have one.

The qualifications of each individual will be reviewed by the Committee on Committees, which will then make its recommendations for appointment to Division 14 President-elect **John Campbell**.

If you were one of those who submitted an application for Committee membership last year, but were not appointed, you need not reapply. Your application will be reconsidered by this year's Committee on Committees along with those of persons who respond to this call.

ANNOUNCEMENT

Gary Schwendiman of the University of Nebraska-Lincoln, is establishing a clearinghouse for human resource development specialist in banking. Its purposes are:

1. To provide human resource specialists and training officers with general information on programs used in banks across the nation;
2. To provide opportunities for human resource specialists and training officers to have information about how successful a program may have been elsewhere **before** they select or begin a program, and;
3. To provide names and addresses of other bank human resource specialists, training officers, and consultants who have developed and/or used particular programs.

If you have done research in the banking industry, or have been a consultant to a bank, and would be interested in having your research/consulting skills made available to banks throughout the nation, please send information to Gary Schwendiman, Associate Dean, College of Business Administration, University of Nebraska-Lincoln, NE 68588

Thayer Installed - Campbell Elected

At the annual business meeting of the Division held in Washington, D.C., on September 4, the gavel of office of President was passed from **Lyman Porter** to **Paul Thayer**. **Paul Thayer**, currently Senior Vice-President, LIMRA, introduced President-elect **John P. Campbell**. John is currently Professor of Psychology, University of Minnesota, and newly-elected editor of the **Journal of Applied Psychology**.

Also announced were the elections of **Arthur C. MacKinney** (see "focus" article in this issue) as Member-at-Large to the Division's Executive Committee, and **Milt Hakel** and **Mildred Katzell** as Representatives to APA Council. Milt will be serving a one-year term to fill a vacancy, whereas Mildred will serve a full three-year term from 1977-79. Congrats to all on their elections.

I/O Psychology in the Canadian Psychological Association

by Gary Latham

At the 1975 annual meeting of the Canadian Psychological Association (CPA) held in Quebec City, a special interest group in Industrial-Organizational Psychology was formed. **Gary Latham** (Weyerhaeuser Company) was elected chairman. The immediate objectives of the group were threefold: (1) recruit members; (2) secure publication outlets in Canada for I/O manuscripts; and (3) obtain program time for I/O psychologists at CPA's annual meetings for the presentation of papers, symposia, workshops and conversation hours.

Robert Haccoun (Bell Canada) was appointed membership chairman. In one year, he recruited over 60 members.

With regard to the second objective, **Robert House** (University of Toronto) was appointed to the Editorial Board of the **Canadian Journal of Behavioral Science** (CJBS), and a list of I/O reviewers was prepared at the request of the editor, **Park Davidson**. CJBS is a CPA journal that publishes original manuscripts in the applied area of psychology.

The Canadian Public Service Commission in Ottawa was asked by CPA's I/O group to reconsider the decision to restrict articles published in **Studies in Personnel Psychology** to those which are authored by individuals employed by or consulting with the Canadian government. The name of the journal has been changed to **Studies in Staffing and Development of Personnel**. The decision was made to continue to consider the publication of manuscripts submitted by CPA members.

The third objective was realized through the appointment of **Lorne Kendall** (Simon Fraser) as Program Chairman. CPA's annual meeting was held in Toronto, June 9-11. The I/O program included symposia on "Some Understudied Aspects of Leadership," "Enhancing the Quality of Work Life," "Motivating Individuals to Increase Their Productivity," and "The Integration of Women into the Business Community." **Fred Fiedler** (U. Washington) gave an invited address on "Situational Engineering for Leadership Effectiveness." **William Pyle** (U. Minnesota) conducted a workshop on human resource accounting. A conversation hour involving **Martin Evans** (U. Toronto), **Pat Rowe** (U. Waterloo), **S. Saleh** (U. Waterloo), **Ron Burke** (York U.), **L. Kendall** (Simon Fraser), **John Adair** (U. Manitoba), and **Peter Frost** (U. British Columbia) was held on "Graduate Training in Industrial-Organizational Behavior." The 1977 annual meeting will take place in June in Vancouver.

Success of 1976 Workshops

by James A. Thurber

In preparing a report on the 1976 Workshops, I am reminded of Howitt's Law: You can't count people. In trying to arrive at a count of workshop participants, do you count the number of paid registrants minus refunds, or the number of people who had shown up at the start of the workshops plus or minus some time-weighted value of those who came late and/or left early, or count the number of participants in each workshop each hour and average, or the number who remained to the end, or the number of respondents of the critique sheets, or ...

We had space available for 210 participants and as of the morning of the workshops had filled them all. Compared to last year's attendance of approximately 149 participants, this represented a 40% increase. If my memory serves me correctly, 1974 Workshop attendance was approximately 132.

In response to the question, "How successful were they?", the available data follows — draw your conclusion.

Datum 1. Financially, we showed a modest profit (revenue minus expenses). Over the years for which records are available, this has occurred in 68% of the cases.

Datum 2. Of the 172 respondents to the question, "How many workshops have you previously attended?", 40.7% said none.

Datum 3. Of the 171 respondents to the question, "How adequately was the material covered and treated?", 78.4% said generally at about the right level.

Datum 4. 78.2% of the respondents felt that their workshop leader(s) were interesting most of the time.

Datum 5. Of the 169 respondents to the question, "Was the workshop worth your time and money?", 91.1% said yes.

Datum 6. Only a few (less than 20) left the "social hour" before the refreshment tables closed.

At least from the Chair's standpoint, I was well satisfied with the feedback from the participants, the efforts of the committee members, the response from the members, and the attraction of 40% previous non-attenders. Many thanks to all.

Membership Committee Sets Objectives

At the Incoming Executive meeting, Chair **Bill Cayley** listed the following objectives for the membership Committee for 1976-77:

1. Expand recruitment efforts directed at divisions of APA with membership likely to share professional interests and concerns with Division 14.
2. Attempt to identify graduate schools having programs from which potential Division 14 members/associates/student members might be recruited.
3. Attempt to identify and contact for re-enrolling former members of Division 14.
4. Develop a mechanism for recruiting non-APA members for affiliation with Division 14.
5. Clarification of present selection criteria for admission into the division.

Bill indicated that the Committee will be initiating recruitment efforts in Divisions 8, 19, and 21 this year, as a followup to the very successful recruiting efforts of last year.

A Selection Parable

by John Hunter

Once upon a time there were two manufacturing companies: Giant, Inc. and Pigmy, Ltd. Both companies used machinists to make some of their more complex metal parts. Both companies were in the same region of the country and both companies used the same world famous industrial psychologist to set up their personnel selection systems: Samuel Throckbottom. After careful examination of the task assignments for machinists in the two plants, Throckbottom had decided that the proper selection instrument was the Throckbottom Mechanical Aptitude Test (the TMAT). And after some years of use both companies were well satisfied with its performance.

Finally the day came when the EEOC came upon the two companies and examined them for potential racial discrimination in the use of the TMAT for selection purposes. After investigation, they cleared Giant Inc., but they took Pigmy, Ltd. to court, collected triple damages, and obtained an injunction against further work until a valid test could be found.

What with the cost of the lawyers, the losses when several companies ceased to do business with them after hearing of their discriminatory practices, and their marginal profit picture, Pigmy went broke and sold out. Fortunately it didn't take too long to find a buyer; Giant had been considering the purchase of Pigmy for some time. After the purchase, Giant replaced a few executives but otherwise left all operations alone. Shortly thereafter, a rejected applicant filed a complaint with EEOC claiming that Giant was now using the same unfair procedure for selection that had been previously used by Pigmy. But the EEOC cleared Pigmy of all charges of discrimination and Giant continued its profitable operations.

Discussion

How could it be that the same test for the same job in the same plant could be discriminatory for Pigmy but perfectly legal for Giant? The EEOC guidelines specify that, if minority group members score lower than others, a company must show that a test has a significant validity before that test can be used for a selection. In accord with the familiar dictum (Ghiselli, 1966) that subtle variations in jobs may cause a test valid for a given job in one organization to be invalid in another, each company conducted its own validation study. Giant gave the TMAT to their 100 machinists and obtained a correlation of .30 with performance (which is significant at the .002 level). Pigmy also administered the TMAT to their 30 machinists and obtained a validity of .30, which is not significantly different from 0.

Of course certain unsophisticated readers may feel urged to argue that the validity in Pigmy was .30 just as it was in Giant. Is not the differential treatment of the companies thus an artifact of the statistical test required by the EEOC? However, sophisticated users of statistics know the fallacious element in this argument. They know that if a correlation isn't significant, then it's zero. **After all, if that weren't true, then why would many reputable journals replace nonsignificant correlations by " . . . " in published tables?** Some avant garde investigators have gone so far as to assert that if a correlation is nonsignificant, then the study has shown no relationship to exist between the variables and hence such a study is rightfully rejected by all methodologically sound journals. Or if a study as a whole is to be published, then all nonsignificant correlations should be left unmentioned in the discussion section

(even if they are apparently equivalent from some soft-headed theoretical point of view). In this manner only studies which demonstrate relationships between variables will be published and methodologically unsound studies will be properly buried.

Certain minor arguments concerning current practice have entered the recent literature (Schmidt, Hunter, and Urry, 1976; Schmidt and Hunter, 1976), but these considerations are of no consequence if all validation studies are done with a reasonable sample size of 500 or so.

Having eliminated any possible argument as to the methodological soundness of the EEOC requirement for statistical significance, we are left with only one interpretation of the EEOC behavior which is logically consistent: The EEOC has embarked on a campaign to eliminate small business firms from American commerce.

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- Ghiselli, E.E. **The validity of occupational tests.** New York: Wiley, 1966.
Schmidt, F.L., Hunter, J.E. and Urry, V.W. Statistical powers in criterion-related validation studies. **Journal of Applied Psychology**, 1976, in press.
Schmidt, F.L. and Hunter, J.E. Development of a general solution to the problem of validity generalization. Paper presented at the Midwestern Society of Multivariate Experimental Psychology, Spring, 1976; also, winning paper in the 1976 Division 14 James McKeen Cattell research design competition.

Validity Study Upheld in Court

Jack Bartlett and **Irv Goldstein** recently conducted a validity study which the Federal Court upheld as being valid. Being somewhat pleased, Jack stated: "Considering the number of cases going for the plaintiff we had a little faith restored that validity can be demonstrated in court."

The case was as follows: Equal Employment Opportunity Commission, plaintiff vs. National Academy of Sciences, defendant, Civil Action No. 75-0017, U.S. District Court For the District of Columbia. Judge John Lewis Smith, Jr. found as follows: "Although contending that the statistical showing of discrimination in this case is insufficient to require rebuttal through a validation study as prescribed by **Albemarle Paper Co. v. Moody**, 422 U.S. 405 (1975), the National Academy presented expert testimony by Dr. C.J. Bartlett and Dr. Irwin L. Goldstein, professors of psychology at the University of Maryland. A validation study assessing the relationship between defendant's reference checking procedures and turnover on the job established that the reference check had a significant relationship to work behavior and employment termination." and "8. The defendant's validation study conducted in accordance with EEOC Guidelines (sic) on employee Selection Procedures, 29 C.F.R., 1607, establishes that reference checking is a valid, job-related practice for all applicants and that reference-checking does not discriminate against black job applicants."

Insurance Coverage for I/O Psychologists

by Edward Levine

There may be one hierarchy that remains to be explored more fully by Organizational Psychologists — one based on liability to suit for professional malfeasance and misfeasance. From my vantage point, the hierarchy within Division 14 would look like this:

Administrative Psychologists (e.g. those running testing programs, employee relations programs, etc.)	Hi
Organization researchers who make administrative recommendations	Liability to Suit
Consultants	
University Professors and University Researchers	Lo
I/O Psychologists working for Compliance Organizations (e.g. EEOC)	

Once you have placed yourself on the hierarchy (or written your letter of disagreement), your next question might be, "What about my insurance coverage?"

APA offers malpractice coverage through the American Professional Insurance Company. However, for I/O Psychologists, this coverage is not sufficient to cover many applicable areas of liability. For example, damage awards based on outright violation of the law are specifically excluded from coverage. (I know, I've written to the company). Thus, if an I/O Psychologist is sued personally for alleged violation of the Equal Employment Opportunity Act of 1972, the malpractice policy specifically excludes coverage for damages. In such instances legal counsel would not ordinarily be provided by the insurer to defend against such allegations. To my knowledge, coverage against commission of illegal acts is not available from any insurer. Therefore I/O Psychologists working in sensitive EEO or related areas would do well to check the extent of their protection against such suits with their employer. Those who are self-employed would probably be well-advised to obtain "attorney insurance" where available.

S. Rains Wallace Dissertation Competition

Tom Bouchard, Chairperson of this year's Scientific Affairs Committee, has announced the 1977 dissertation award competition. The purpose of the competition is to reward and recognize outstanding and innovative doctoral dissertations in the I-O field. Entrants should submit four copies of an abstract (30 pages or less) of the dissertation, accompanied by a letter from the advisor certifying completion of the work. The **deadline is January 15, 1977**. Submissions should be sent to **Professor T.J. Bouchard, Jr.**, Elliott Hall, Department of Psychology, University of Minnesota, Minneapolis, Minnesota 55455. For additional information about the competition and specific criteria used in judging entries, write to Professor Bouchard.

Whither Goes Job Analysis and Testing: Some Reactions of a Convention Attender

by Brent Baxter

The discussion at the 1976 Division 14 meetings suggested that at least some of our colleagues felt that one important reason for job analysis is to provide data to substantiate content validity, even where a criterion-related study is planned. Does one need to have **both** predictive and content validity? Are we denying that criterion-related validity can stand on its own legs? Thus in any study it would seem that we should seek content validity where feasible and appropriate, but that it need not be regarded as a requirement.

A wide variety of job analysis methods were described. PAQ was frequently mentioned. **George Hollenbeck** described using 2 methods for one job (task checklist and the critical incident technique). It was rare that more than one method was used in a given study. In my opinion more than one method may well be very desirable in a comprehensive study. As **Kitty Katzell** pointed out in her TIP review of Content Validity II, we noted there that a work/task oriented job analysis is needed for content validity and for criterion development purposes while a skill/ability orientation is needed for the selection/identification of predictors. It is this need for multiple types of information that underlies the proposal to use more than one approach in a job analysis.

David Rose, Department of Justice, Chairman of the EEOCC drafters of guidelines, promoted the concept that even if a test were valid, that one should make considerable effort to minimize any adverse impact in the development and use of selection instruments. Thus in test development one criterion in item selection would be the relative degree of item adverse impact. It seems, however, that in certain situations it will not be possible to achieve both validity and

no adverse impact. Where job performance differs for protected groups, the predictors are not likely to be without adverse prediction/impact. Where job performance is **not** different for protected groups, then one should definitely seek and may be able to achieve no adverse impact in the predictors.

Dick Barrett made a valuable contribution in dramatizing the continuity of methods ranging from content validity to construct validity. The concept of continuity rather than a sharp distinction is more valuable than the efforts to try to derive a cutting point separating the two methods. Construct validity derives from a skills/ability oriented job analysis while content validity derives from a task-oriented job analysis. The important point is that **both** derive from attempts to assure that the predictors are job related as prescribed by law.

David Rose also expressed the opinion that Federal judges probably temper their evaluation of validity procedures by the degree of adverse impact of the instrument(s) involved and the general efforts of the defendant in seeking fair employment. If this be true, psychologists will continue to be frustrated in finding any consistency in legally approved do's and don'ts. Since judges at District, Circuit and Supreme Court levels vary considerably in the degree to which factors other than validity procedures affect their opinions regarding "professionally developed" tests, test professionals may retain more sanity by struggling to follow only the APA Testing Guidelines. And yet there is more political power in court decisions!

Bits and Pieces

by Mike Kavanagh

At a recent editorial meeting of **TIP**, it was decided to retire the title of this column (Notes and News) in honor of **Art MacKinney**. For those of you who follow athletics, this is similar to retiring the number of an outstanding player. This means **TIP** needs a new name for this column. Send any suggestions as well as any "bits and pieces" to **Mike Kavanagh, School of Management, SUNY-Binghamton, Binghamton, New York 13901**.

Things are happening at Northwestern in the Graduate School of Management, **Jeanne Herman** has joined the Organization Behavior Department, and she is coordinating the search for a new I/O psychologist described in the "position openings" elsewhere in this issue. **Tim Hall** has been elected Chair of the OB department, and appointed to the Earl Dean Howard Chair of Organization Behavior. He will also serve this year as Chairperson of the Organizational Behavior Division of the Academy of Management. Finally, **Bob Duncan** has been elected Chairperson-Elect of the Organization and Management Theory Division of the Academy of Management. Congrats to all.

Ed Fleishman, a past president of Division 14, was elected President of Division 21, The Society of Engineering Psychologists, at the 1976 meetings in Washington, DC. Congrats to Ed also.

While we are involved in this business of congratulations, **TIP** wishes to extend its warmest to **Jim Thurber** for his work on the 1976 Workshops and **Jack Wakeley** for the Division 14 program. Finally, and perhaps most important, congrats to **Ken Wexley** and the Membership Committee for the 197 new members of Division 14. **Bill Cayley** has plans to top this figure next year.

Harvey Nussbaum, Wayne State University, was elected President of Midwest AIDS (American Institute for Decision Sciences) for the year 1976-77 at the recent Midwest AIDS Conference held at Wayne State. Division 14 participants included **Louis Rambo**, **Mark Lifter**, **Bill Weitzel**, **Alan Weinstein**, and **Marshall Sashkin**. The 1977 Conference will be hosted by Cleveland State University, May 5-7, 1977. Information on the meeting and paper submission can be obtained from: **Dean Ephraim Smith**, School of Business Administration, Cleveland State University, Cleveland, Ohio.

Lyle Schoenfeldt, formerly of the University of Georgia, has been appointed Professor and Director, the Early Identification of Management Talent project, School of Management, Rensselaer Polytechnic Institute, Troy, New York.

Ed Piccolino, formerly Assistant Vice President of Organization Planning and Development with American Airlines, has joined PepsiCo International as Vice President of Personnel.

Important - Oscar Buos is seeking a successor for **The Mental Measurements Yearbook and Tests in Print**. See the story elsewhere in this issue.

Frank Erwin, President of Richardson, Bellows, Henry & Co., has been named to the College Entrance Examination Board's Advisory Panel on Score Decline. Also, he and **James Herring** have been serving as ASPA's representatives to the Ad Hoc Industry Group which has been working on Uniform Guidelines on Employee Selection Procedures.

On the international front, **Bob Pearce**, Boston University School of Management, gave a managerial styles analysis presentation at the recent U.S.D.A. First International Women in Management workshop in Washington. His book, **Self Directed Change for the Mid-Career Manager** was a Macmillan Executive Program main selection and has gone into a second printing.

Stan Cohen, formerly of the Army Research Institute for the Behavioral and Social Sciences, Rosslyn, Virginia, has joined the United States Civil Service Commission as the Chief of the Organizational Psychology Section, in the Personnel Research and Development Center. Address 1900 E. Street, N.W. Washington, DC 20415, or telephone (202) 632-6812.

Hal Kaufman, Polytechnic Institute of New York, spent half a year at the Work & Welfare Research Institute of the Hebrew University. While at the University he was involved with research on part time work for women, as well as unemployment and retraining of professionals. Hal is continuing his research in these areas and would be most interested in hearing from others who have carried out related work.

Ralph Cummings, Eastman Kodak, is searching for norms on SCAT Form UA for recent college hires. Ralph would very much appreciate receiving any such information at: 228 Camelot Drive, Rochester, NY 14623.

Bob Fitzpatrick, has recently joined Psychological Service of Pittsburgh as Director of Research. His new address is: 100 Fifth Avenue, Pittsburgh, PA 15222.

The Krannert Graduate School of Management at Purdue University is sponsoring a seminar/workshop on "Consulting for Organizational Effectiveness." **Jack Sherwood** will be coordinating the event, which is to be held at Nordic Hills near Chicago's O'Hare Airport on April 18-20, 1977. Interested persons should contact Jack at: Krannert Graduate School, Purdue University, Lafayette, Indiana 47907. (307) 493-1882.

New societies — there are two of interest to Division 14 members. The Evaluation Research Society of America, coordinated by **Marcia Guttentag**, held its first meeting on October 16, 1976 at Harvard University. The Society for Organizational Behavior, coordinated by **Jim Naylor**, held its first meeting October 8-9 at Purdue University. More on these meetings in later issues of **TIP**.

Assessment Designs, Inc. announces the opening of offices in Washington, DC, Atlanta, Tampa, Huntsville, and Portland, Ore. Devoted to assessment center applications for both selection and development, its officers are: **Cabot Jaffee**, Pres.; **Steve Cohen**, V-P, Assessment Center Operations; **Fred Frank**, V-P, Training & Development; **Wayne Burroughs**, V-P, Equal Employment Programs; and **Herb Meyer**, V-P, Research & Evaluation. For further information, write: Assessment Designs, Inc., 232 Purlieu Place, Winter Park, Florida, 32792 or call (305) 671-0665.

On a similar note, **Bill Byham** has informed **TIP** that Development Dimensions, Inc. is opening a fully staffed Washington, D.C. office starting October, 1976. The office will be managed by **Dick Dapra**.

Preston Smith is now working in International Marketing Studies for the General Business Group, IBM Corporation. His address is: International Marketing Studies, IBM Corp., 99 Church Street, White Plains, New York 10601.

Mary Tenopyr has informed **TIP** that Ms. **Nita French**, recently of the University of Georgia, has joined Mary's research group at AT&T.

Gary Schwendiman is establishing a clearinghouse for human resource development specialists in banking. See his announcement in this issue.

TIP misses a few. In the last issue, mention was made to several Division 14 members participating in the symposium "Defining the Fields of Organizational Behavior and Organization Theory" held at the National Academy of Management meetings in Kansas City in August. **Ron Johnson**, who chaired the symposium, has informed **TIP** that he, **Karl Weick**, and **Vance Mitchell** were also involved. Sorry.

Gerald Olivero has joined the RHR Institute as a Consulting

JSAS Listing for August, 1976

These documents were abstracted in the JSAS Catalog of Selected Documents in Psychology, Vol. 6, August, 1976, pp. 80-84).

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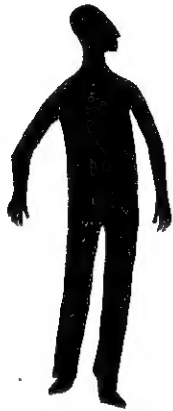
Public Policy and Social Issues Committee by Tom Jeswald

The major activity of PP&SI Committee in 1976 - 1977 will be to complete the Technical Assistance Program now underway with the National Association of Secondary School Principals (NASSP). During the past year, PP&SI Committee members were involved in the design and conduct of one pilot assessment center for school administrators. Involvement in one additional pilot center is expected. Throughout the year we will advise the NASSP staff on developing the internal capability to provide assessment center services to public school districts. Many requests for information about the program has been received by NASSP, and many more are expected as the program is publicized in educational circles. The committee will assist NASSP in responding to the various inquiries and in preparing materials for publicity.

The Technical Assistance Program was undertaken to demonstrate that Division 14 members can and should provide voluntary professional services in the public interest. The success of the program demands that we examine what might be a continuing role for Division 14 in such activities. The PP&SI Committee will prepare a proposal dealing with this issue for the consideration of the membership.

Committee members for this year will be **Bernie Bass, Sidney Fine, Brenda Gurel, Hal Hendrick, James Ricks, Hjalmar Rosen, Bill Wolz, and Tom Jeswald.**

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Probes the field of human-factors
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MOTIVATION IN WORK ORGANIZATIONS

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The University of Michigan

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OCCUPATIONAL PSYCHOLOGY

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Examines the concept of careers
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by Charles B. Perrow, State University
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by Irwin L. Goldstein,
University of Maryland

Presents a framework for establishing
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PUBLIC RELATIONS COMMITTEE REPORT

by Joel Lefkowitz

It will be difficult, this year, to sustain the level of effective activity maintained by the public relations committee under last year's chairman, **Dick Peterson**. However, on the optimistic side, we've got pretty high performance goals to shoot for. The "we" this year includes **Laurie Broedling** at the Navy Personnel Research and Development Center in San Diego, **Doug Hall** at Northwestern University, **Herb Kamin** (at Herb Kamin and Associates) in Chicago, and **Mel Majesty** at Lackland Air Force Base in San Antonio — about as geographically diverse a group as is possible (from where I sit, here in New York).

Possibly the **least** effective way of an organization's accomplishing its public relations objectives is by having a public relations committee! Everyone else in the organization tends to abdicate responsibility for that function — when, of course, it's the quality of day-to-day interactions of all organization members with their various "publics" that is crucial. (Perhaps the best example of that phenomenon is the difficulty faced by a police department "community relations" bureau in attempting to counteract one unfortunate act of inappropriate behavior by a police officer on the beat.) The point is that each of us in Division 14 ought to make sure that the name of industrial/organizational psychology is noted appropriately in connection with the variety of "good works" we perform.

You can help in such promotional efforts, also, by utilizing local newspapers. We still have available copies of the News Release Guide prepared by **Herb Kamin** which you can obtain by writing to me at the Baruch College, C.U.N.Y., Department of Psychology, 17 Lexington Avenue, New York City, NY 10010.

In addition, any interesting descriptions of your professional activities, research, etc. that might appropriately receive publication or mention in such wide circulation publications as **Psychology Today**, **Industrial Relations Newsletter**, et al., should be sent to **Laurie Broedling**, Department of the Navy, Navy Personnel Research and Development Center, San Diego, California 92152, who will attempt that "brokerage" function for us.

Moreover, each of us ought to make an effort to speak at just one or two undergraduate departments of psychology and/or business concerning our work or "careers in I/O Psychology." If you make such arrangements, let me know beforehand so that I can supply you with some of the Division 14 brochures on "A Career in Industrial Organizational Psychology."

Have You Been Appointed?

It has been brought to the attention of **TIP** (by **Paul Thayer** on a suggestion from **Mary Tenopir**) that oftentimes Division 14 members are elected or appointed to positions of influence either within APA or the government. For example, **Sam Dubin** was placed on the Continuing Education Task Force for APA, and **Ralph Canter** has recently been given a new role with the Scientific Manpower Commission of the U.S. Government. Paul suggests, and **TIP** agrees, that any Division 14 members involved in such positions inform the President of Division 14, the chair of the Committee on Committees, and **TIP**. It's important for Division 14, if it is to be effective for its members, to be aware of these appointments. Thanks.

INTERNATIONAL ASSOCIATION OF APPLIED PSYCHOLOGY ANNOUNCES FORMATION OF ORGANIZATIONAL PSYCHOLOGY DIVISION

by Peter Weissenberg

Ed Fleishman, President of the International Association of Applied Psychology, has announced that the IAAP Executive Committee has approved the formation of the first division of the international organization, the Division of Organizational Psychology. According to Ed, the formation of the division represents one of the steps being taken to meet certain newly stated objectives: to increase member participation in IAAP and the planning of its Congresses; to increase the development of workshops and seminars around topics of interest to psychologists in many countries; to upgrade the journal of the **IAAP (International Review of Applied Psychology)**, and to inform members about what's going on in applied psychology in other countries. U.S. members on the IAAP Executive Committee include **Harry Triandis**, **Ed Hollander**, **Morris Viteles**, and **Donald Super**.

OBJECTIVES AND ACTIVITIES. The **Division of Organizational Psychology** reflects the goals of the IAAP. It aims to promote the study and application of organizational psychology on an international basis as well as to increase more rapidly the transfer of its technology across countries. Among its activities will be a quarterly newsletter, editing of special editions of the Journal of IAAP, and organizing programs at the international congresses of IAAP. It may also engage in establishing and maintaining special relationships with professional and other international organizations and agencies.

The newsletter will serve as a clearinghouse of information about current research in progress, new techniques, ideas, publications, and bibliographies. It will give news of

support for study, research, faculty exchanges, and fellowships for foreign nationals in host countries. It will advertise opportunities for collaborative research efforts across national boundaries.

Programs will encourage research which involves more than one country. The Division will promote special workshops and small group seminars and meetings to foster better and continuing communications among its members. **STRUCTURE.** The President of IAAP in a letter of June 16, 1976, proposed creation of a subgroup within IAAP devoted to the field of organizational psychology. Discussions in meetings of psychologists in Paris and Munich in July 1976 resulted in the creation of a steering committee of volunteers and indications of interest in membership by 47 psychologists. The steering committee developed a suggested structure for the interim period 1976-77 which was amended by a quorum of the 47. The Executive Committee created by the suggested structure will further refine the proposal for presentation, amendment, and ratification at the International Congress of Applied Psychology in 1978 in Munich at a general assembly of the membership of the Division of Organizational Psychology.

Persons interested in joining should become members of **IAAP** by filling in the application on the reverse side of this page, sending it to **Harry Triandis**, with the first year (1977) dues and the Divisional dues.

For additional information, contact **Pete Weissenberg** at the School of Management, State University of New York at Binghamton, Binghamton, New York 13901, Telephone (607) 798-2337.

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Division of Organizational Psychology _____

Date _____ Signature _____

Attach check made out to IAAP; add \$2.00 for Divisional dues if membership in the Division of Organizational Psychology is checked.

SAN FRANCISCO PROGRAM SUBMISSIONS

Even though next year's convention seems a long way off, the Program Committee decided it was time to get going. We met at A.P.A. in Washington and established some guidelines for next year's program. We are responding to feedback we have received from the membership in both the content and process areas.

In the content area, the following topics have been proposed (and we encourage you to suggest others): New strategies for data analysis; Behavior change processes; Direct link-ups of job analysis and specific selection techniques; Quantitative evaluations of O.D. in field settings; The role of the practitioner in relation to the role of the researcher; Program evaluation technology; Evaluation of managerial and industrial training; Performance appraisal: research versus political considerations; Organization design: structure and relationships; Interdisciplinary approaches to the world of work; Intervention strategies: building practitioner credibility; Career counselling; Troubled employees: absenteeism, alcohol, etc.; Various models of professional training: continuing education; Alternate work patterns: flexitime, etc.; Effectiveness of recruiting strategies for minorities; Coping with external constraints: impacts of government regulations on the organization and on the IO psychologist; Occupational health and safety; Surviving in a bureaucracy; Current methods in attitude measurement, measurement of affective states; and Applications of Bayesian statistics.

We invite submissions in these areas as well as others. Our intent is to present a program which is pertinent, varied and different. In line with the Long Range Planning Committee recommendations, we encourage proposals dealing with content areas in terms of new and non-traditional methods and strategies.

So far as symposia are concerned, we want them to be specific and clearly focused on the stated topic. Ideally, they will generate different points of view. We will look more favorably on proposed symposia which include both theory and practice, rather than merely one or the other. We ask that symposium proposals include a statement of learning objectives: What can the audience expect to learn from the presentation? Co-sponsorship with other divisions is the only way we can augment our budget of program hours allotted by APA and we welcome suggestions for joint sponsorship when proposals are submitted.

We are interested in experimenting with different formats. One of these, which supports the timely topic of continuing education, is the tutorial, where someone presents, in lecture style, an updated report in some depth covering a given topic, pointing out trends and, if possible, reporting on work known to be in progress. Another possibility is an adversary proceeding. Any proposals to use unusual formats should be submitted at least one month ahead of the deadline for other proposals.

Since the small group discussions were again successful, it is our plan to continue them next year. Anyone who would want to lead such a discussion should submit the proposed topic along with an outline of the areas to be covered and some indication of his or her expertise regarding the topic to the Program Committee. We also invite anyone who has an interest in a discussion topic, but who would not like to be the leader, to propose it and, if it is accepted, we will find a leader.

We also welcome suggestions for invited speakers and/or the topics you would like to have covered.

Please let us hear from you in one or more of the above capacities. Our over-riding objective is to present a program of high quality at San Francisco.

Send all responses to: **Stan Acker, Olin Corporation, 120 Long Ridge Road, Stamford, CT 06904.**

Legislating the Quality of Work Life: Locke's Reply to Lawler's Rebuttal

by Edwin Locke

Lawler's somewhat facetious rebuttal to my critique of his quality of work life proposals is puzzling because Lawler either did not address himself to my points or else changed his own position. He seems to accept my assertion that people do not have a right to job satisfaction, but implies that organizations may harm themselves if they ignore the issue of job design. I agree; they might. Lawler did not dispute my claim that companies are not to blame for all employee morale and mental health problems. Nor does he now claim that companies should be forced by the government to provide more satisfying jobs. Instead Lawler would seem to be content with forcing organizations to provide "valid data" and with certain (unspecified) "pressures" which the publication of such data would place on organizations.

The real disagreement between us reduces to different philosophical conceptions of the nature of political freedom. His mixed economy (welfare state) views are based on the premise that rights depend on "valid data and meaningful choices." This does not answer questions such as: What data? To be provided by whom? At whose expense? What makes a choice meaningful? Or more fundamentally, why do men have rights? What are rights?

Lawler accuses me of being a "Social Darwinist." I am not. I reject unequivocally the views of Spencer and all those who defend political and economic freedom on collectivist grounds (i.e., because it benefits society or helps to preserve the species). I view man as an end in himself, not a means to the ends of other. I believe men should deal with one another by voluntary trade, not by sacrificing one to the other. Since man's mind is his means of survival, he must be allowed the freedom to

act on his own judgment. In short, man has rights. ("A right is a moral principle defining and sanctioning a man's freedom of action in a social context," Ayn Rand.) Since only force (or fraud, which is a type of force) can compel a man to act without his consent, man's basic right is to be free from the initiation of force by other men, including governments.

Thus, forcing an employer to pay his employees a certain minimum wage, even though they would be willing to work for less, violates his right to contract (and, in addition, causes increased unemployment, since it then becomes uneconomical for businessmen to hire or retain marginal workers). Similarly, forcing an employer to publish quality of work life data, even though an employee is willing to accept a job without it, violates the employer's rights. The government has no right to intervene in private contracts between adults except where force or fraud is involved.

It should be noted that job applicants do not, as Lawler suggests, necessarily lack information as to the quality of work life offered by prospective employers. They can (and do) use such sources as the reputation of the company and information provided by relatives and friends who work (or once worked) for the company. Furthermore, even if the type of information Lawler recommends were available, the prospective employee would not necessarily be able to interpret it, e.g., a high turnover rate could be caused by a number of factors other than a poor work climate.

If it is true that ignoring the quality of work life leads to "poor performance for the organization," then free market pressures will eventually correct it, since firms who do not ignore this issue will make greater profits.

Review of "Affirmative Action Reconsidered"

by Jack Duffy

Thomas Sowell's article "Affirmative Action Reconsidered" (*The Public Interest*, No. 42, Winter 76) is both informative and provocative. For those Division 14 members who don't have time to read the article I will summarize the high points; however, I highly recommend reading the entire article.

Sowell begins by noting that the affirmative action principle stems from the belief that "a court order to 'cease and desist' from some discriminatory practice may not be sufficient to undo the harm already done, or even to prevent additional harm as the result of a pattern of events set in motion by prior illegal activity." We are all familiar with the perpetuation of discrimination by a seniority system but Sowell also points out, "If a firm has engaged in racial discrimination for years and has an all-white work force as a result, then simply to stop explicit discrimination will mean little as long as the firm continues to hire by word-of-mouth referrals to its current employees' friends and relatives." I would add that the standard reply, "but some of my best friends are _____" is not a valid rebuttal of his point.

Sowell next elucidates the authors' intent behind the 1964 Civil Rights Act (presumably quoted from the Congressional Record). He then demonstrates that the executive agencies enforcing this law are doing just the opposite of the law makers' intentions. Moreover, as Sowell states, "... when one federal agency approves a given practice, following such an approved course of action in no way protects an employer from being sued ... by another federal agency or by private individuals." Hopefully the new EEOC guidelines, into which Division 14 has had an input, will remedy this problem.

Affirmative action programs in academia were required to set up "goals and timetables" in 1971. Leaning heavily on an article by Mommsen and using the American Council on Education surveys of 1968-69 and 1972-73, Sowell presents data on the effectiveness of this requirement in a before-after design. Taken by itself, Sowell's premise that academic qualifications of individuals are easily quantifiable qualifies him for chairman (person?) of almost any personnel committee in the nation. However, as a relative statement, I would tend to agree with him. The picture he describes is indeed enlightening. Some abridged observations of his are:

"academic salaries in 1969-70 for black academics with a PhD averaged exactly \$62 a year below ... white academics ..."

"... both blacks and women are over-represented among academics (if representation is measured against the qualified supply). Women hold about 10 per cent of all PhD's but are more than 20 per cent of the academics. Blacks hold less than one per cent of the PhD's but are more than two per cent of the academics."

"Single academic women with a PhD achieve the rank of full professors more often than do other academics with similar years of experience — though married female PhD's achieve that rank far less frequently." As Sowell hastens to point out, "these figures are ... nowhere near the population proportions for either group ... but they do suggest that the cause of under-representation is not necessarily employer discrimination." Indeed, "... if American colleges and universities were to hire every black PhD in the United States ... the result would still be less than three black faculty members per institution!" Thus, "... it is not surprising that colleges and universities do not fulfill their employment 'goals' but instead go through a costly and demoralizing process called 'good faith efforts' ..."

The impact of the "goals and timetables" edict has been minute, primarily because it is aimed at symptoms not causes. Unfortunately Sowell presents no data on the job **expectations** of minority members. This, of course, could account for a sizable portion of the causes.

Most poignant were Sowell's observations of the negative effects of affirmative action programs. "While doing little or nothing to advance the position of minorities and females, it creates the impression that the hard-won **achievements** of these groups are **conferred** benefits. When people ask why blacks cannot put themselves up the way other oppressed minorities did . . . the fact is that blacks have pulled themselves up—from further down, against stronger opposition—and show every indication of continuing to advance."

Thomas Sowell's message is clear; let's stop the rhetoric and look at the data before we launch into mandatory, comprehensive programs.

Announcing the Division 14 PROFESSIONAL PRACTICE AWARD

To recognize outstanding contributions to the practice of I/O Psychology, Division 14 is sponsoring a Professional Practice Award. The Award will be given for the development and implementation of a practice, procedure, or method with major impact on people in organizations and/or the profession:

- The Award is intended for development and implementation.
- The contribution must have a social impact on people in organizations.
- The contribution must have demonstrated value.
- The contribution must have been made in the last ten years.
- The Award will be given annually at the discretion of Division 14.

The Award will consist of an award certificate and \$500, and the recipient will be expected to deliver an address at the APA meetings. Individuals or research teams are eligible, but organizations are not eligible.

Nominations documenting in detail the contribution and its impact are invited from Division 14 members. Nominations must be submitted to Professor **Fred Fiedler**, Professor of Psychology and of Management and Organization, Department of Psychology, University of Washington, Seattle, Washington 98195, no later than **December 31, 1976**.

WHAT HAVE YOU BEEN UP TO?

New Job? Interesting Activity? New Publication?

Let us know, for inclusion in Bits and Pieces. Send items of interest to **Mike Kavanagh**, School of Management, State University of New York, Binghamton, New York 13901. The winter issue deadline is December 15.

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6th Congress of the International Ergonomics Association

by Duncan L. Dieterly

The theme of the 6th Congress of the International Ergonomics Association was "Old World, New World, One World." The purpose, as accented by H.L. Davis, the Chairman, was to bring together Ergonomists from all countries to address:

"The spectrum of Ergonomic problems posed throughout the range of human work environments and demands which is implied by these examples, is indeed, enormous. Moreover, this burden is no longer confined to those of us in the industrialized nations of Europe and American and Asia. As technology spreads, and it is spreading very rapidly through the world, the complex problems posed by the traditional manufacturing and agricultural environments as well as those of the most recent Space-Age Technology become concerns of us all."

The Congress met at the Adult Education Center of the University of Maryland. There were approximately 450 attendees with 30% representing countries other than the United States. The papers and addresses ranged across scientific reports to philosophical positions about major issues. Interwoven into this fabric were a series of addresses from individuals representing Government agencies describing current problems and suggested avenues for Ergonomics Research. Mrs. Virginia H. Knauer, Special Assistant to the President for Consumer Affairs, for example, discussed problems of universal signs for parks and the need for research in international symbol standardization.

The field of Ergonomics, which was the subject of several presentations, is defined as man in his working environment and of man

machine interaction. Therefore the Congress attracted many Human Factors and Industrial/Organizational Psychologists. The keynote address was made by Alphonse Chapanis, who discussed: "Ergonomics in a World of Changed Values." The major theme of his presentation was that "... society is finally beginning to understand that the world constitutes one enormous system, and that changes proposed any where have to be evaluated in terms of their long-range effects on that system." The implications of this theme were highlighted throughout the program by a series of plenary addresses which broadly accented problems in a diversity of areas.

The addresses ranged from concerns of agriculture costs to occupational safety. Eminent scientists in diverse fields from several countries presented these topics with acumen and zeal. Dr. Toni B.K. Ivergard, Ergolab, Stockholm Sweden, discussed the impact of "Ergonomics and the Consumer." His paper covered the environmental aspects and certain chemical risks that are involved in consumer products which may result in serious accidents. The major addresses were made in the morning at a general session while the afternoon was broken into sets of specific topics and papers. Just as at the APA the diversity and depth of topics was impressive. Some of the sessions for example, covered shipping, age and work performance, health care, visual research, job enlargement and work satisfaction.

The impact of several hours intense exposure to these scientific presentations over a five day period was tempered by a series of social functions and special features which allowed the attendees to relax, reflect

Report from the E and T Committee: Continuing Education For I/O Psychologists

by Irwin L. Goldstein

Most psychologists agree that continuing education is a critical element in maintaining and improving our skills. Certainly the success of our workshop program, the large numbers of conferences being scheduled and the attendance rate at A.P.A. sessions provide evidence for the individual emphasis on continuing professional growth. In addition to the concerns of individuals for their own personal development, there has been increasing demand by legislative and consumer groups for the development of continuing education requirements. The purpose of these types of requirements is to ensure continued professional competence for those individuals who provide services to the public. Thus, in 1974, nearly 70 bills were introduced in various state legislatures concerning mandatory continuing education requirements in professions including optometrists, dentists and dental hygienists, pharmacists, registered nurses, etc. In addition, some professional association have also started to impose requirements for continued membership. For example, the American Psychiatric Association recently announced that beginning July 1, 1976, members will have three years in which to complete 150 hours of continuing education in order to retain their membership.

Even more pertinent to I/O psychologists, five state boards have introduced continuing education requirements in order to maintain certification or licensing. In the past, health service providers like clinical and counseling psychologists formed the substantial portion of certified or licensed psychologists. Recent developments are resulting in increasing pressure on I/O psychologists to be certified or licensed and as a result to be subject to state imposed continuing education

requirements. An illustration of these developments is the 1974 American Psychological Association draft document entitled: **Standards for Providers of Psychological Services**. In this document, the activities of I/O psychologists are included as psychological services to the public. The activities included are psychological services, consultation services or research services to a facility, institution, organization, business or industrial concern in settings including educational, health, correctional/judicial and business/industrial environments. Additionally, the important point is not what the providers call themselves but rather the types of services offered. Thus, Division 14 members and other who have job titles like organizational behaviorists or management specialists would still be included as offering psychological services. The inclusion of industrial/organizational psychological activities as offering psychological services to the public means that Division 14 members will be under increasing pressure to become certified or licensed in their respective jurisdictions. Also, of course, our membership will be subject to continuing education requirements. Thus, it is imperative that any mandatory continuing education requirement meet the needs of I/O psychologists as well as the needs of health service providers.

As a result of the growing recognition of the value of continuing education and our concern that required plans might not meet the needs of Division 14 members, the E and T committee is presently attempting to develop continuing education models for I/O psychologists. The purpose of such plans include the following:

1. To maintain and improve the capabilities of I/O psychologists to provide psychological services.
2. To provide guidance for I/O

IPMA's 1976 Selection Specialists' Symposium

by Laurie Eyde

Job analysis, item banking, police selection, and test portability are some of the topics that drew 150 measurement specialists to the Selection Specialists' Symposium, sponsored by the **International Personnel Management Association (IPMA)** and held in Chicago, July 6-9, 1976. The keynote address on "Selection Crises: Perspective from the National Level" was given by **Bill Gorham** (U.S. Civil Service Commission), tracing the history of public personnel measurement from the productive period of the 1920's — the time when Thurstone published on Philadelphia's police selection in **Public Personnel Studies** — to our present identity crisis. He pointed out the need for a new organization for public personnel measurement specialists, noting the APA does not accord full membership to many providers of psychological services, specifically stating that "The PhD degree as a general requirement of APA has no better legal standing than the high school requirements in **Griggs**." He commented on governmental guidelines and case law, noting that "Cigarettes were presumed innocent until proven guilty, much like people. Test were presumed guilty until proven innocent." Gorham reported on an adaptation of Brogden's procedure for estimating the dollar value of testing for a Federal examination, the Professional and Administrative Career Examination (PACE). He compared the estimated annual dollar value of the PACE resulting from the present selection system based on ranking applicants to two hypothetical selection systems: (a) a quota system based on ranking within groups; and (b) a random selection system involving hiring from the upper half of PACE performers. Compared to the present system, an estimated 4.5% loss in an-

nual utility would result from the hypothetical quota system, whereas the estimated loss resulting from the possible use of the "top half" method amounted to a 55% drop in utility.

A session was held on the three validity strategies, in which **Don Schwartz** (U.S. Department of Labor) talked about content validity, noting that the public sector has been a leader in applying the approach to personnel selection. He noted that "... validity is in fact a unitary concept; content validity, construct validity and criterion-related validity are but different ways of relating job performance to test performance" and said that he believes that "... the same rigor of measurement and observation that is required in criterion-related and construct validity strategies should also be required in content validity." **Mike Rosenfield** (Education Testing Service) described a mixed validity strategy model involving all three validities — content, construct and criterion-related — used in an entry-level firefighter written examination. He reported using both graphic ratings and behaviorally anchored scales and found no better results — when it came to rater bias — when using the more technically developed behaviorally anchored ratings. **Bill Ruch** (Psychological Services, Inc.) was the discussant at the session, observing that the content validity approach reflects "common sense" and that the construct validity model, on the other hand, reflects "uncommon sense." He noted that the oral arguments in the **Washington v. Davis** Supreme Court case indicated that the Court rejected "intellectualisms" about validity strategies and appeared instead to use a common sense approach to validity. Ruch analyzed Rosenfield's data and showed that the relationships between job and ability

A Search for Purpose:

The Role of Industrial and Organizational Psychologists in a State Psychological Association

by Ted Kunin

As past president of the Industrial and Organizational Division of the Pennsylvania Psychological Association, I was asked by the editor of **TIP** to present some comments on the soul-searching that our Division has gone through and the conclusion which we have reached.

The Pennsylvania Psychological Association is a rather large organization with over 1,800 members. The Association is made up, in part, of five divisions (Academic, Clinical, Community, School, and Industrial/Organizational) of which the I/O Division is the smallest and consists, at last count, of only 93 members. The members are scattered across the state but the largest concentrations are in Philadelphia and Pittsburgh. Both of these cities have a variety of local groups (composed only in small part of psychologists) which carry out program of interest to people in our field and which have no affiliation with our State Association.

The I/O Division has a long history of looking for a mission. We have elicited suggestions via questionnaire from our membership to try to determine what the members expected in return for their annual divisional membership fee. We have had long — at times even heated — discussions as to whether the Division should be limited to persons working in our field or should merely be an interest group. Divisional presidents have developed guilt feelings because of the lack of division sponsored activities. We have, at times, questioned whether or not there was any real purpose to having an Industrial/Organizational Division.

We have come to realize, however, that we do have a significant role to play: There are, in our opinion, three functions that are important to our membership and to the Association of which we are a part.

- a) The president of the I/O Division, along with the other Division presidents, participates in the meetings and activities of the Executive Council which governs the State Association. Our Executive Council deals with a wide variety of problems and makes far reaching decisions that impact all of the psychologists in the state. It is important to have someone with an I/O perspective participate in these deliberations. We can make a contribution in these areas that psychologists with different backgrounds and interests do not duplicate. The organization will, therefore, make better decisions with our input than would otherwise be the case.
- b) There are some issues that arise that have more significance to I/O psychologists than to the psychological community as a whole. At times it is desirable for someone to take a formal stand for or against some contemplated action by the courts, governmental agencies, arbitrators, etc. A letter from the president of the division, speaking for our membership, carries more weight in such matters than would a letter from any one individual.

I/O Psychology in Sweden

by Frank Laudy

In March, I arrived at the University of Stockholm for a nine-month stay at the Psychology Department. During the time that I have been here, I have begun some research projects, taught a graduate course in work motivation, and visited several of the organizations engaged in industrial democracy experiments and large scale work re-design projects. These experiences have been fascinating. I think that my colleagues in Division 14 might benefit from my experiences, so below, I will try to summarize some of the more important issues which I/O psychology is required to face here in Sweden.

In many important industrial circles, Industrial Psychology is not particularly well thought of. My first guess was that this was a result of some type of negative view of the role of psychologists in industry — the result of a history of worker manipulation. While there is certainly some of this feeling, the answer is much simpler. The general feeling among upper level managers is that psychology is something of a pleasant diversion. Psychology is seen as having little practical value in the day-to-day functioning of organizations. To be sure, the humanist philosophies implied in the writings of McGregor and Maslow are evident in organizational statements accompanying personnel policies and proposals for change, but they are invoked rather than operationalized. To a less degree, the same is true of the cognitive approaches of the instrumentality and expectancy researchers and theorists. While these latter approaches are less widely known, when they are mentioned, they are invoked as philosophies rather than as templates for the understanding of the probable consequences of policies or changes.

In retrospect, this was inevitable. The nature of work in Sweden is dramatically different than the nature of work in the United States. As a function of the social and political structures in Sweden, work is evolving from an activity defined by individual variables to an activity defined by group variables. It is evolving from a machine-controlled activity to a work group-controlled activity. There are two major causes for such an evolution. The first is the nature of individual/organizational interactions. This encompasses all organizations, not simply work organizations. There is strong pressure to avoid making comparative judgments about individuals. The prevalent feeling is that all individuals have strengths which should be brought out. Further, it is felt that identifying weaknesses or deficiencies in individuals is counter-productive. Thus, in schools, grading as we traditionally think of it is an irrelevant concept. In industry, performance measurement at the individual level is simply not done. Consequently, the relation between organizations and individuals has evolved from a normative system to a somewhat truncated ipsative system. The second major cause for this industrial evolution has been the choice of methods for operationalizing the concept of industrial democracy. In addition to insuring worker participation in corporate decision making, industrial democracy has also had strong influences on the nature of day to day decisions. Thus, production groups determine methods and pace. The important word in the last sentence is **groups**. These are generally known as autonomous work groups but the concept is closely tied to the philosophy of worker democracy.

Such an evolution has put an incredible strain on many of the existing theories of work motivation. Most of these theories imply a rather central role for the individual formally designated as "supervisor." To talk about "supervisors **giving** rewards contingent upon performance" is simply inappropriate in many settings because a) the role of the first-line supervisor is evolving to

one of a "counsellor" rather than "rewarder" and b) individual measures of performance are viewed as inappropriate. While some of the extant theories of work motivation could be adapted for such situations, they have not, as yet, been formally modified in this way. Such a set of conditions makes a good deal of the traditional activities of I/O psychologist in the U.S. somewhat peripheral.

There are two major dependent variables of interest in most industrial settings in Sweden. The first is efficient change from State A to State B. These states could be piece-rate systems to fixed-wage systems, machine-paced work to individually-paced work, or individual work to group work. The fact is that change is the norm rather than the exception. Consequently, models for effective change are much in demand. I/O may have some models which are of value in some settings, but most of them are inappropriate for settings such as those described above. The second important variable in Swedish industrial settings is job satisfaction. This is by far the most important work outcome, intra-individually defined. The only thing which we have to offer in this area is a growing skepticism of the potential measurement and value of such a concept in systems of motivation. We have developed a system of theory and measurement which has required the concept to play an ancillary process role rather than some form of end state, valuable in its own right.

I suspect that it will be some time before I/O psychologist in the U.S. are required to face up to these issues. In our country it is currently being dealt with at a practical level, not a theoretical level. It is an issue for consultants not for "theorists". Nevertheless, the personality theories of White and Kelly, the cognitive developmental theories of Piaget and others, suggest that change is an inevitable consequence of individual/environmental interactions. The challenge to I/O psychologists is becoming clearer: we must develop theories to help us understand and improve on the inevitable strategies which line workers will formulate for accomplishing change. The notion of a limited change from State A to State B may be a myth. It is certainly too sterile and irrelevant to account for industrial behavior in settings which I have described earlier. I/O psychologists would be well advised to examine the functioning of other societies when evaluating the adequacy of their theories of work behavior. These theories will undoubtedly improve as a result.

Cattell Research Proposal Competition

To stimulate excellence in research, Division 14 sponsors the annual **James McKeen Cattell Award** for the outstanding research proposal submitted in competition. The competition is administered by the Divisional Scientific Affairs Committee. The award is given for a research design rather than a completed project to encourage psychologists to make creative and rigorous approaches to organizational problems. Completed projects will not be considered but pilot work may have been accomplished. A \$500 award is made to the winner of the competition, and the Scientific Affairs Committee will aid the winner to find an appropriate site and/or funding. For the criteria used in judging entries write to **Professor Thomas J. Bouchard, Jr.**, Psychology Dept., Elliott Hall, University of Minnesota, Minneapolis, Minn. 55455. Proposals must be submitted **no later than April 15, 1977** to the Secretary-Treasurer of the Division, **Dr. Mary Tenopir**, American Telephone and Telegraph Company, 195 Broadway, Room C1620, New York, New York 10007. Submissions should be no longer than 20 pages plus references. You need not be a member of Division 14 to enter the competition.

Committees (Continued)

Membership Committee:

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Ad Hoc Fund Raising:

Dr. Joseph L. Moses
American Telephone and Telegraph Company
195 Broadway, Room C-2276
New York, New York 10007

Ergonomics (Continued)

and discuss less profound topics, such as the traffic, weather or late buses. An indoor-outdoor cafe was located in the main building which allowed members to sit and sip wine or beer with a friend. Another unique aspect was "Hyde Park Corner," a podium set up for invited and impromptu presentations of topics of concern. This was just opposite the cafe so one could imbibe and be bombasted at the same time.

As with all conventions, this Congress closed with many tired and haggard attendees, who had over consumed the local cuisine, stayed up too late, tried to do too much and pondering what to do with the three bushels of materials they had collected. As they all departed in different directions — sadly leaving old and new friends and distractedly trying to insure all logistics problems of their travel have been covered the clean up crews were getting ready for the next convention.

E & T (Continued)

psychologists to develop individual plans which will satisfy continuing education requirements for licensing and certification.

3. To enable and assist certification or licensing boards to develop guidelines consistent with the best interests of I/O psychologists and clients of I/O psychology.

Additionally, the following criteria are intended as benchmarks by which a jurisdiction's plan (e.g., a state) can be judged as meeting the needs of I/O psychologists. The same criteria can be utilized by an individual psychologist in developing plans for his/her development.

1. The plan should allow for varied and practical delivery systems to meet the unique or specific needs of I/O psychologists.
2. The plan should enable I/O psychologists to obtain needed continuing education activities with a reasonable expenditure of time and money.
3. The plan should provide assurance that administrative records reliably reflect the activities supporting the individual's objectives with a minimum of paper work and red tape.
4. The plan should provide for periodic evaluations. These include: evaluation of the jurisdiction's plan to determine that the guidelines are effective; evaluation of individual plans to determine that the plan is contributing to maintenance and development of skills; and evaluation of criteria like the items stated here to determine continued relevance.
5. The C.E. plan should permit each individual I/O psychologist to build a specific plan to meet personal and consumer needs.

The E and T committee expects to spend most of this coming year working on continuing education models. We welcome any and all thoughts and ideas. Please send them on to: **Irv Goldstein**, Department of Psychology, University of Maryland, College Park, Md. 20742.

IPMA (Continued)

requirements that were hypothesized by the ETS psychologists were in fact no higher than the remaining, that is, the non-hypothesized relationships.

Daniel Wallock (Wisconsin Department of Administration) reported on his State-wide program using assessment centers in selecting high-level administrators. His factor analysis of job dimensions, in addition to revealing the usual "interpersonal" and "problem solving" dimensions, included a "social responsibility" dimension, which is particularly relevant in his State. He said that the dimensions are weighted in terms of the requirements of individual positions.

A mock trial was held which allowed for extensive audience questioning of the lawyers, **David Baldus**, (National Science Foundation) and **Steven Rynecki**

(Brigden, Petajan, Lindner & Honzik of Milwaukee.)

An ad hoc executive committee, including APA members **Charley Sproule** (Pennsylvania State Civil Service), **Jim Johnson** (Tennessee State Personnel Department), and **Bill Gorham**, was set up to work towards establishing a new unit within IPMA with the suggested name "The Assessment Council." The Council will serve as a national technical group for dealing with public policy matters and will provide a medium of information exchange not only for selection matters, but for performance evaluation, training, and organizational effectiveness.

Audio cassette recordings of many of the presentations will be sold by the Teach Em., Inc., located at 625 Michigan Avenue, Chicago, Illinois 60611.

State Association (Continued)

- c) While we have not consistently been able to organize local activities for our members in various cities around the state, we do participate actively in the annual convention of the State Association. We develop a program of meetings which are of interest to I/O psychologists and we are able to exert some influence on the convention, our association also has been conducting Fall meetings and I/O programs have been included in these sessions as well.

So, we finally came to recognize that we have a purpose and that we have been performing it right along. We have come to understand the reasons we exist and have stopped trying to justify our existence. While we are still open to other functions and activities, if we perform our three basic functions well, we feel that, we are giving our members a fair return for their divisional dues.

While our solution to the problem of purpose may not apply to all I/O Divisions in all State Association, the role that we play in Pennsylvania is one that is certainly generalizable elsewhere.

I-O Psychologists Are???

New Members and Fellows

Eight new fellows and 197 new members were accepted by Division 14 at the annual business meeting. New fellows are: **Milton Blood, David Bowers, Edward Deci, George Green, Tim Hall, Joseph Moses, Frank J. Smith** and **Shelton Zedeck**. All eight were nominated by Division 14's Fellowship Committee, and all eight were accepted by the APA Membership Committee. Shows that **Al Glickman** and his committee did their homework well. Needless to say, this year's gain of 197 members compares favorably with last year's 174. **Bill Cayley**, new Chair of the Membership Committee, certainly has his work cut out for him.

ADVERTISE IN TIP

The Industrial-Organizational Psychologist is the official newsletter of the Division of Industrial-Organizational Psychology, American Psychological Association. As such, it is distributed four times a year to the entire membership, now numbering in excess of 1400. This group includes both academics and professional-practitioners in the field. In addition, **TIP** is distributed to many foreign affiliates, many graduate students in the field, and to the leaders of the American Psychological Association generally. Present distribution is approximately 2500 copies per issue.

Advertising may be purchased in **TIP** in units as small as the half-page and up to double-page spreads. In addition, classified ads are available — presently at no charge to members for certain limited space ads (e.g. positions available). For information, or for placement of ads, Write to **Mike Kavanagh**, School of Management, State University of New York, Binghamton, N.Y. 13901.

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